

Procurement

Selecting, Training, Qualifying, and Appointing Contracting Officer's Representatives

For the Commander:

B.B. Bell
Major General, GS
Chief of Staff

Official:

Brigadier General, GS
Deputy Chief of Staff,
Information Management

Summary. This regulation provides policy, procedures, and responsibilities for selecting, training, qualifying, and appointing personnel as contracting officer's representatives.

Applicability. This regulation applies to contracting officer's representatives who are nominated to monitor contracts written or administered by a USAREUR contracting office or a nonappropriated fund contracting officer.

Supplementation. Commanders will not supplement this regulation without Commander in Chief, USAREUR (AEAPR-PA), approval.

Suggested Improvements. The proponent of this regulation is the Office of the Principal Assistant Responsible for Contracting, HQ USAREUR/7A (AEAPR-PA, 375-8117). Users may send comments and suggested improvements to this regulation on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander in Chief, USAREUR, ATTN: AEAPR-PA, Unit 29351, APO AE 09266.

Distribution. Distribute according to DA Form 12-88-E, block 0767, command level C.

1. PURPOSE

This regulation provides criteria for selecting, training, qualifying, and appointing personnel as contracting officer's representatives (CORs) and describes COR responsibilities. This regulation does not provide authority to increase, restrict, or deviate from provisions of the Federal Acquisition Regulation (FAR), DOD FAR Supplement, Army FAR Supplement, or USAREUR Acquisition Instruction.

2. REFERENCES

- a. Federal Acquisition Regulation (FAR).
- b. DOD Federal Acquisition Regulation Supplement.
- c. Army Federal Acquisition Regulation Supplement.
- d. USAREUR Regulation 715-2
- e. DOD 5500.7-R Joint Ethics Regulation

3. EXPLANATION OF ABBREVIATIONS AND TERMS

a. Abbreviations.

AFARS	Army Federal Acquisition Regulation Supplement
ASG	Area Support Group
AMSO	Acquisition Management Staff Officer
COR	Contracting Officer's Representative
DOD	Department of Defense
FAR	Federal Acquisition Regulation
ODCSPER	Office of the Deputy Chief of Staff, Personnel, HQ USAREUR/7A
OPARC	Office of the Principal Assistant Responsible for Contracting, HQ USAREUR/7A
PR&C	Purchase Request and Commitment
QASP	Quality Assurance Surveillance Plan
QCP	Quality Control Plan
U.S.	United States
USACCE	United States Army Contracting Command, Europe
USAREUR	United States Army, Europe
USEUCOM	United States European Command

***This regulation supersedes USAREUR Regulation 715-3, 13 June 1996, and USAREUR Pamphlet 715-3, 5 Oct 1989**

b. Terms.**Acquisition Management Staff Officer**

An individual located in a USAREUR command or an area support group (ASG) who provides acquisition expertise and staff procedures to the major command or ASG. This individual maintains the COR data base.

Contracting Officer's Representative

An employee of a requiring activity who is nominated by that activity and authorized in writing, by the contracting officer, to perform specific technical or administrative functions (i.e. to monitor contract progress on a specific contract). A COR may be an active duty soldier, a Department of the Army civilian, or a local national employee of the United States Army.

Requiring Activity

A unit, activity, organization, or HQ USAREUR/7A staff office that submits contract requirements to a USAREUR contracting office.

4. RESPONSIBILITIES

a. The Office of the Principal Assistant Responsible for Contracting (OPARC), HQ USAREUR/7A, provides policies and procedures for selecting, qualifying, nominating, and appointing contracting officer's representatives for contracts awarded and administered by the United States Army Contracting Command, Europe (USACCE).

b. Requiring activity personnel will ensure that COR candidates are available to monitor contracts under their proponenty.

c. Acquisition management staff officers (AMSOs) will maintain the COR data base for ASGs, BSBs, and requiring activities (See Appendix A). AMSOs will provide supplemental training for CORs in accordance with the provisions of this regulation and USAREUR Regulation 715-6.

d. CORs will act as the authorized representatives of the contracting officer to assist the contracting officer in the technical monitoring and administration of a contract.

e. Contracting officers will appoint CORs in accordance with Defense Federal Acquisition Regulation Supplement (DFARS) 201.6, and will provide training to CORs on specific contract requirements and special provisions.

5. GENERAL

a. The process of appointing a fully-trained and qualified

COR to a service contract or a construction contract is divided into five phases:

(1) Phase 1. The requiring activity will select a COR candidate. Only individuals who are technically qualified in their field (for example, construction, grounds maintenance, law enforcement) should be selected.

(2) Phase 2. The requiring activity or the AMSO will nominate the contracting officer representative.

(3) Phase 3. USACCE personnel will ensure candidates are properly trained (paragraph 6a) and tested. Candidates must pass the COR test.

(4) Phase 4. The AMSO will enter the candidate's name into the COR data base.

(5) Phase 5. The contracting officer will appoint the candidate as a COR.

b. CORs shall be-

(1) Appointed for all service and construction contracts valued at \$100,000 and above.

(2) Trained and technically qualified to monitor contractor progress effectively. The USAREUR objective is to maintain a staff of trained and technically qualified individuals who may be nominated as required on individual contracts.

c. CORs should help develop contract specifications or statements of work to-

(1) Become aware of the service or construction needs of the requiring activity.

(2) Apply information learned from previous actions.

(3) Provide guidance on effective surveillance methods.

d. A summary list of COR Do's and Don'ts is at Appendix B.

e. CORs should be appointed for highly visible or sensitive contracts.

f. CORs shall participate in assessment of the contractor's performance upon contract completion

g. Information on maintenance of COR Files is at Appendix C. A sample format for the COR to use as a file index is at Appendix D.

6. TRAINING AND TESTING REQUIREMENTS

a. COR candidates must successfully complete one of the following formal courses (acceptance of other courses to fulfill this requirement will be determined on a case-by-case basis):

(1) Army Logistics Management College Contracting Officer's Representative Resident Course.

(2) USACCE Contracting Officer's Representative Course.

b. Nominated COR candidates who are members of the Army Acquisition Corps are not required to attend the formal courses listed above. These personnel, however, are encouraged to attend these courses.

c. Requiring activities will register personnel for formal courses through their servicing AMSO from the United States Army Contracting Command, Europe, ATTN: AEUCC-O, APO AE 09266.

d. Unless waived by the contracting officer, every 2 years COR candidates must successfully complete local supplemental training. This training consists of a 6- to 8-hour course, followed by a test developed by the OPARC. Supporting regional contracting office employees or ASG AMSOs will provide local supplemental training to candidates to meet requirements of the USACCE.

e. Regional contracting offices or ASGs may supplement local supplemental training developed by the OPARC.

f. Upon successful completion of the formal course requirement (a.(1) or (2) above) and the local supplemental training requirement (d above), the COR candidate is considered fully qualified. The requiring activity will provide the ASG AMSO information for the COR data base. The ASG AMSO will enter this information into the ASG database.

g. On completion of local supplemental training, the ASG AMSO or the regional contracting office will prepare DA Form 87 (Certificate of Training) for signature by the course instructor. The DA Form 87, or equivalent, is valid for 2 years from the date of completion of the local supplemental training.

(1) The COR will display the certificate prominently in his or her workplace.

(2) The ASG AMSO will maintain a copy of the certificate in their files.

h. The ASG AMSO is responsible for monitoring the expiration date of COR certification. The ASG AMSO will-

(1) Notify requiring activities when a COR's training certificate expires.

(2) Schedule CORs for local supplemental training.

7. QUALIFICATION OF COR CANDIDATES WHEN TRAINING IS UNAVAILABLE

a. Requiring activities may request a temporary training certificate when the COR candidate cannot attend formal courses before award of a contract because-

(1) Of a shortage of quotas.

(2) The candidate is enrolled in a formal course, but will not be able to complete it by the time of contract award.

b. The requiring activity will send the request for a temporary certificate to the ASG AMSO. A temporary certificate may be issued based on completion of interim COR training, conducted by the AMSO or contracting office. The ASG AMSO will prepare and sign the temporary DA Form 87. The temporary certificate will -

(1) Be issued to the COR candidate when the interim training is completed.

(2) Be valid until completion of the formal course.

(3) Not exceed 1 year.

8. NOMINATION OF CORs

a. Requiring activities may nominate only personnel who are qualified under provisions of this regulation and whose names are in the ASG database. COR nominations should be submitted to the AMSO when the procurement package is sent to the contracting office.

b. To nominate a qualified candidate as a COR, requiring activities will do one of the following:

(1) Prepare a memorandum using the format in Appendix E. Send the memorandum through the ASG AMSO to the contracting office.

(2) Indicate nomination of the candidate by memorandum, or as otherwise directed by the contracting officer. The nomination shall state that the candidate is technically proficient and that required training has been completed, or will be completed as described in paragraph 7.

c. USAREUR commands may submit the memorandum directly to the contracting office with a copy to the ASG AMSO if this procedure is agreed to in advance.

9. APPOINTMENT OF CORs BY THE CONTRACTING OFFICER

a. Contracting officers will appoint CORs in accordance with DFARS 201.6. The appointment memorandum will give the name, telephone number, and e-mail address of the contracting officer or contract administrator handling the contract. AFARS 53.9001 contains a sample COR designation.

b. The contracting officer will schedule the COR for an orientation on the contract and its provisions as soon as possible after the contract is awarded. Contracting officers may delegate this responsibility to the contract administrator.

(1) The contracting officer or administrator prepares a memorandum listing the topics covered during the orientation. The contracting officer must approve this memorandum. A copy of this memorandum will be placed in the contract file.

(2) The orientation may consist only of a memorandum if all of the requirements in (a) through (c) below are met. If a memorandum is used as the orientation, a copy will be placed in the contract file. Contract requirements are as follows:

(a) The contract must be for a continuing service that occurs every year.

(b) The provisions of the contract must be the same every year.

(c) The COR must be the same every year.

c. The contracting officer should meet with the COR and review the COR files annually. A sample guide/format for the review is at Appendix F.

10. COR JOB DESCRIPTION AND PERFORMANCE STANDARDS

a. Within 30 days after appointment, supervisors will ensure that-

(1) COR duties are added to the COR's job description (Appendix C).

(2) Performance standards are added to the COR's support form (Appendix C).

b. The job description and performance standards must list COR responsibilities as a major duty requiring at least 25 percent of the total duty time.

11. INPUT TO THE COR RATER FOR PERFORMANCE EVALUATION

Contracting officers will provide written input to the COR rater each year on the date the contract is awarded (for service contracts), or the date of notice to proceed (for construction contracts), and on physical completion of the contracts. A copy of the input will be placed in the contract file. Contracting officers must submit this input for each COR they have appointed (Paragraph 9).

Appendixes

A. Required Information in the Contracting Officer's Representative Data Base

B. COR Do's and Don'ts

C. COR Files and Administration

D. Contract Documentation

E. Sample Memorandum Nominating a Contracting Officer's Representative

F. Contracting Office Checklist

G. Job Description and Performance Standards

APPENDIX A
REQUIRED INFORMATION IN THE
CONTRACTING OFFICER'S REPRESENTATIVE
DATA BASE

The acquisition management staff officer will enter the following information into the COR data base. This information is also required for all interim candidates (Paragraph 7).

1. Name of COR.
 - a. Rank or grade.
 - b. Social security number or equivalent.
 - c. Job title.
 - d. Duty position.
 - e. Organization (use full address including building and room numbers.
 - f. Area of functional expertise.
 - g. Telephone and fax numbers.
 - h. E-mail address.
2. Name of COR Rater.
 - a. Rank or grade.
 - b. Job title.
 - c. Telephone number.
3. Acquisition Training.
 - a. Formal course title and date.
 - b. Local supplemental course and date.
4. Date Qualified.
5. Contracts Currently Appointed to the COR.
 - a. Contract number.
 - b. Description.
 - c. Dollar value.
 - d. Period of performance.

Appendix B

COR DO'S AND DON'TS

1. The DO'S and DON'TS connected with the performance of COR functions are endless and each problem that a COR encounters introduces new DO'S and DON'TS. For this reason, one of the most important requisites for appointment as a COR is the ability to exercise mature judgement.

2. The following DO'S and DON'TS, though not all inclusive, are intended to assist you in the performance of your COR duties.

DO have a copy of the contract and all changes and modifications readily available. Be fully aware of requirements.

DO keep a copy of your letter of appointment as COR. This letter reenumerates the specific contract administration functions that have been delegated to you. Be sure you understand it completely.

DO immediately familiarize yourself with the terms and conditions of the contract. Establish progress charts to assist you in making performance evaluations.

DO understand the limits of your authority.

DO establish and maintain a separate file for documents and correspondence pertaining to each contract. Upon completion of the contract this file must be forwarded to the contracting officer for inclusion in the official contract file.

DO be aware of your relationship with the contractor's personnel and be knowledgeable of the requirements and prohibitions contained in DOD 5500.7-R, Joint Ethics Regulation.

DO assist the contractor whenever possible, within your authority, when he needs assistance to get the job done. Be careful to avoid the personal services aspects of such activity.

DO attend scheduled meetings with the contracting officer and the contractor. Coordinate prior to meetings with the contracting officer any agenda items you intend to bring up in the meeting.

DO check the work performed by the contractor to see that it is satisfactorily done. Measure progress versus cost.

DO check with the using units to see if the contractor is performing successfully.

DO complete progress reports timely and accurately, and forward them to the contracting officer.

DO report differences of opinion between you and the

contractor to the contracting officer for resolution.

DO spot check to see that contractor personnel are on the job and gainfully employed. DO NOT direct personnel to work.

DO give prompt attention to correspondence from the contractor that requires a technical decision or answer, or that has been sent for your approval or signature.

DO understand how to complete any required performance report so that the contracting officer can fairly evaluate the contractor. Reports should be forwarded to the contracting officer within five workdays of the end of the reporting period.

DO ensure that unsatisfactory work is corrected; however, avoid the personal services aspect of any such activity by not personally supervising individual contract employees.

DO ascertain that all Government Furnished Property (GFP) is being used properly and that satisfactory measures are taken to protect and safeguard it. The contractor is required by the contract to have a written procedure on use, maintenance, preservation and protection of GFP. The contracting officer may require you to monitor the contractor to ensure those procedures are followed. Report all discrepancies to the contracting officer.

DO assure that vehicles and equipment are properly maintained. The contract provides that the contractor must make all GFP, at all times, reasonably accessible to the government for inspection or inventory. This also applies to the contractor's accountability and maintenance records for GFP.

DO assure that required logbooks and maintenance records are maintained. The contracting officer or Property Administrator will give you guidance on which records are required.

DO have the contractor respond to correspondence in a timely manner; however, do not nag or intimidate. Coordinate with the contracting officer and rely on the contracting officer to apply pressure when needed.

DO contact the contractor daily, if necessary, to be aware of and gain an understanding of his problems and work schedules. Ensure that priorities assigned by the contractor are compatible with military needs and command policies.

DO ensure that the contractor is not short of personnel or critical skills; however, avoid the personal services aspects of any such activity. As COR, you may not supervise or assign specific tasks to individual contractor employees or create the appearance that the contractor employees are in effect employees of the government. Report personnel deficiencies

to the contractor site supervisor and to the contracting officer.

DO assure contractor responds in a timely manner when required. Do check responses for accuracy and completeness.

DO confirm the need for overtime when requested by the contractor. Be knowledgeable of the contract provisions for overtime. Know the limits of your authority (i.e. COR verifies the need for the overtime requested and receives approval from the contracting officer).

DO assure that subcontractors are doing their job. Observe the manner and degree of supervision that the contractor exercises over his subcontractor. This is the contractor's responsibility and if his control and supervision is not adequate, report it to the contracting officer.

DO follow through on corrective actions recommended by the inspection team.

DO see that emergencies are attended to immediately. The fact that an emergency has been reported does not necessarily mean it has been resolved. Coordinate with the contracting officer and follow up.

DO inform the contractor immediately when you become aware of any unsatisfactory performance. Assistance in obtaining corrective action from the contractor may be received from the contracting officer. Differences of opinion between you and the contractor that can not be resolved at your level should be referred to the contracting officer. Recommend to the contractor that he also refer the conflict to his supervisor. Make it clear to him that both of you must abide by the decisions from above.

DO keep the contracting officer fully informed of any major problem areas connected with the contractor's performance. DO NOT wait for the next monthly report.

DO report to the contracting officer any labor disputes or problems which have a potential for impairing the contractor's ability to perform.

DO put task assignments or instructions to the contractor in writing. Failure to do so may create problems for you and your replacement.

DO document all actions and decisions. DO date all documents.

DO ascertain that your replacement arrives in time to assure COR coverage at all times.

DO ascertain that your replacement is thoroughly briefed, both verbally and in writing on all important issues.

DO report major offenses to the contracting officer.

DON'T tell the contractor how to run his operation. This is his responsibility and he is being paid for his management.

DON'T tell the contractor to fire an individual. Identify poor performers and report them to the contractor site supervisor for his remedial action. Personnel actions, reprimands, and terminations of employment are the contractor's responsibility.

DON'T threaten the contractor nor the contractor's employees with potential loss of job by replacement with another contractor.

DON'T let personalities influence your discussions with the contractor.

DON'T request the contractor to do any work outside the scope of the contract. Know your contract and administer it in good faith.

DON'T permit the contractor to proceed on his own to do work outside the scope of the contract. It may be in the contractor's interests to exceed his contractual limitation with the intention of claiming additional consideration for the effort. Coordinate immediately with the contracting officer.

DON'T recommend that the contracting officer approve requests for overtime just because the contractor has requested it. Ascertain that it is required.

DON'T commit the equipment, supplies, or personnel of the contractor for use by others. The contractor and the contracting officer control such matters.

DON'T delay or cause to be delayed, paperwork, correspondence, or reports that require immediate action on the part of the contractor or other government offices.

DON'T recommend that the contracting officer approve a request for an increase in personnel merely because the contractor requests additional personnel. Study the request, familiarize yourself with the circumstances, and assure yourself that additional personnel are actually necessary.

APPENDIX C

COR FILES AND ADMINISTRATION

C-1. ESTABLISHMENT

CORs must establish a file for each contract administered.

C-2. CONTENT

As a minimum, COR files will contain the following documents:

- a. A duplicate copy of the COR designation memorandum.
- b. A copy of the contract and any modifications.
- c. All correspondence from or to the COR, the contractor, contracting officer, or others concerning performance of the contract. There must be English translations of foreign language correspondence.
- d. Names of persons assigned as technical and administrative assistants.
- e. Inspection reports as required by FAR 52.246-12, Inspection of Construction.
- f. A copy of the QASP as it applies to the contract.
- g. Memorandums for record and minutes of performance conferences.
- h. Applicable laboratory test reports, if any.
- i. Records of contractor's QCP.
- j. A record of unusually severe weather conditions that may affect the contractor's performance under FAR 52.249-8 "Default (Fixed-Price Supply and Service), FAR 52-249-10 "Default (Fixed-Price Construction), or DFARS 252.217-7009 "Default".
- k. Samples, photographs, witness statements, and other pertinent data, if appropriate.
- L. Copies of any approvals by the contracting officer under FAR 52.236-5 - Material and Workmanship.
- m. Copies of progress schedules approved by the contracting officer, if applicable.
- n. Copies of processed invoices and receipt documents.
- o. Warranty management.
- p. GFP administration records if applicable.

C-3. MAINTENANCE

COR files will be maintained as directed by the contracting officer.

C-4. DISPOSITION

Within 30 days after the completion of a contract, the COR will send the file to the contracting officer for retention in the official contract file. On termination of a COR designation, the COR will promptly transfer the files to the COR successor or send them as instructed by the contracting officer.

C-5. PREPARING CORRESPONDENCE

CORs will sign correspondence, reports, findings, recommendations, and other documents using their name and title followed by the words, "Contracting Officer's Representative". CORs will communicate directly with the contractor, contracting officer, disbursing officer, and others directly concerned with contract performance. Personnel will reference the contract number in all correspondence.

C-6. CORRESPONDENCE WITH CONTRACTORS

CORs will send the contracting officer copies of all correspondence to the contractors only as authorized in the designation memorandum. All CORs correspondence will be clearly written. CORs may give correspondence with questionable subjects to the contracting officer for preparation. CORs will also send the original correspondence from the contractor with English translation to the contracting officer. The contracting officer will advise CORs of the appropriate mail system to be used.

APPENDIX D

CONTRACT DOCUMENTATION

Dates: _____ Contract #: _____ Type of Contract: _____

Starting Date: _____ Completion Date: _____

Name of COR: _____ Date of Appointment: _____

FILE CONTENTS

YES **NO** **N/A**

1. Copy of contract	_____	_____	_____
2. Modifications	_____	_____	_____
3. Current delivery order	_____	_____	_____
4. Designation Memorandum	_____	_____	_____
5. USAREUR Regulation 715-3	_____	_____	_____
6. Evidence of ethics training	_____	_____	_____
7. Name of technical or administrative assistant	_____	_____	_____
8. Copy of QASP	_____	_____	_____
9. Memorandums prepared as records and minutes of pre-performance conferences	_____	_____	_____
10. Applicable laboratory test reports, if any	_____	_____	_____
11. Contractor's QCP records	_____	_____	_____
12. A record of unusually severe weather conditions that may have affected contractor's performance under the clause Default	_____	_____	_____
13. Samples, photographs, witness statements, and other pertinent factual data, if appropriate, to support documentation	_____	_____	_____
14. Copies of any approvals issued by the contracting officer IAW FAR 52.236-5, "Material and Workmanship" applicable to construction contracts	_____	_____	_____
15. Copies of progress schedules approved by the contracting officer, if applicable	_____	_____	_____

APPENDIX D

<u>FILE CONTENTS</u>	<u>YES</u>	<u>NO</u>	<u>N/A</u>
16. Copies of processed invoices and receipt documents	_____	_____	_____
17. Warranty transmittal	_____	_____	_____
18. Transmittal to contracting officer	_____	_____	_____
NOTES:			

APPENDIX E**SAMPLE MEMORANDUM NOMINATING A CONTRACTING OFFICER'S REPRESENTATIVE**

(Office Symbol) (Marks #)

MEMORANDUM THRU Acquisition Management Staff Officer

FOR Servicing Contracting Office

SUBJECT: Nomination for Appointment of a Contracting Officer's Representative

1. Request (nominee's name) be appointed as the contracting officer's representative (COR) for the following service/construction contract: _____.

2. The following information is furnished:

a. COR Information.

- (1) Rank or grade.
- (2) Social security number or equivalent.
- (3) Job title.
- (4) Unit or organization.
- (5) Area of functional expertise.
- (6) Telephone number.

b. COR Rater Information.

- (1) Name.
- (2) Job title.
- (3) Telephone number.

c. Acquisition Training.

- (1) Formal course title and date.
- (2) Local supplemental course title and date.

d. Date Qualified.

e. Contracts Currently Appointed to Nominee as the COR.

- (1) Contract number.
- (2) Description.
- (3) Dollar value.
- (4) Period of performance.

3. This memorandum verifies that the individual nominated will have sufficient time to perform the duties of a COR, is technically proficient, and has completed all required training.

4. The COR job description and performance standards, Appendix C, will be added to the job description or support form of the nominee within 30 days after appointment. This duty is a major, ratable duty, of at least 25 percent of the total duty time.

(Signature of authorized requiring activity authority)

Figure E-1. Sample Memorandum Nominating a Contracting Officer's Representative
This format will be used only as a guide and will not be printed, reproduced, or stocked

APPENDIX F

CONTRACTING OFFICE CHECKLIST

COR _____ Tel # _____

Unit or Office _____

Alternate COR _____ Rank _____ Tel # _____

Unit or Office _____

Date of Appointment: _____

Date: _____

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| <u>ITEM</u>                                                                                                                                         | <u>Yes</u> | <u>No</u> | <u>N/A</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|------------|
| 1. Did the Principal and Alternate Contracting Officer's Representative(s) have on file a copy of their designation memorandums?                    | _____      | _____     | _____      |
| 2. Was a copy of USAREUR Regulation 715-3 on file?                                                                                                  | _____      | _____     | _____      |
| 3. Was DOD 5500.7-R, Joint Ethics Regulation, on hand and reviewed semiannually? Was the review documented?                                         | _____      | _____     | _____      |
| 4. Were assigned authorities redelegated to others?                                                                                                 | _____      | _____     | _____      |
| 5. Was there ready access to all technical publications and regulations referenced in the contract?                                                 | _____      | _____     | _____      |
| 6. Was the contractor briefed on the following before commencement of performance?                                                                  | _____      | _____     | _____      |
| a. The authority and responsibilities of the COR.                                                                                                   | _____      | _____     | _____      |
| b. The technical and administrative assistants and their responsibilities.                                                                          | _____      | _____     | _____      |
| c. Applicable security requirements.                                                                                                                | _____      | _____     | _____      |
| d. Inspection, acceptance, and invoice procedures.                                                                                                  | _____      | _____     | _____      |
| e. Applicable value engineering (VE) provisions.                                                                                                    | _____      | _____     | _____      |
| 7. as there any contract or modification awarded, agreed to, or signed by the COR? Was there any action to obligate the U.S. Government in any way? | _____      | _____     | _____      |
| 8. Was a pre-performance conference held before the start of contract performance?                                                                  | _____      | _____     | _____      |

| <u>ITEM</u>                                                                                                                                                                                   | <u>Yes</u> | <u>No</u> | <u>N/A</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|------------|
| 9. Were materials or services furnished in addition to, less than, or different from those required by the contract?                                                                          | _____      | _____     | _____      |
| 10. Was there an adequate inspection system maintained by the contractor? Were the inspection records available to the CORs?                                                                  | _____      | _____     | _____      |
| 11. Was a suspense system established to advise the contracting officer if the contractor fails to complete work performance or delivery of contracted supplies according to scheduled dates? | _____      | _____     | _____      |
| 12. Was the contracting officer promptly informed of the following:                                                                                                                           | _____      | _____     | _____      |
| a. The exact date the contractor began contract performance.                                                                                                                                  | _____      | _____     | _____      |
| b. Any substandard, unsatisfactory and unacceptable contractor performance.                                                                                                                   | _____      | _____     | _____      |
| c. Delays in the contractor's progress through the fault of the U. S. Government.                                                                                                             | _____      | _____     | _____      |
| d. Discrepancies between actual conditions and those represented in the contract provisions, specifications, and drawings.                                                                    | _____      | _____     | _____      |
| e. Nonperformance or potential/actual failure of the contractor to complete the contracted work on time.                                                                                      | _____      | _____     | _____      |
| f. Maintenance of adequate documentation to support nonperformance.                                                                                                                           | _____      | _____     | _____      |
| <u><i>For construction contracts only:</i></u>                                                                                                                                                |            |           |            |
| 13. Was a progress schedule submitted by the contractor?                                                                                                                                      | _____      | _____     | _____      |
| 14. Were progress reports using AE Form 715-3D-R furnished to the contracting officer regularly until the work was 100 percent completed? Were they accurate, complete and timely?            | _____      | _____     | _____      |
| 15. Were materials or work that did not conform to the contract requirements replaced at no additional cost to the U.S. Government?                                                           | _____      | _____     | _____      |
| 16. Were progress payments made to the contractor? If so, was a breakdown of the total contract price furnished to the COR before commencement of onsite work?                                | _____      | _____     | _____      |
| 17. Was each invoice screened for progress payments?                                                                                                                                          | _____      | _____     | _____      |
| 18. Were the invoices processed promptly for payment?                                                                                                                                         | _____      | _____     | _____      |

| <u>ITEM</u>                                                                                                                                                                 | <u>Yes</u> | <u>No</u> | <u>N/A</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|------------|
| 19. Were there detailed records of contractor performance to substantiate payment?                                                                                          | _____      | _____     | _____      |
| 20. Were the invoices verified and sent first to the contracting officer for approval before being sent to the finance office for payment?                                  | _____      | _____     | _____      |
| <i><u>For services contracts only:</u></i>                                                                                                                                  |            |           |            |
| 21. Were remedies provided to the contractor for work which did not conform with the contract requirements? Was the contractor requested to correct the noted deficiencies? | _____      | _____     | _____      |
| 22. Was a quality assurance surveillance plan (QASP) prepared to monitor the contractor's performance?                                                                      | _____      | _____     | _____      |
| 23. Were receipt and acceptance documents processed promptly for payment?                                                                                                   | _____      | _____     | _____      |
| <i><u>For all contracts (if applicable):</u></i>                                                                                                                            |            |           |            |
| 24. Was the contract satisfactorily completed?                                                                                                                              | _____      | _____     | _____      |
| 25. Was the contractor's performance under the contract evaluated objectively?                                                                                              | _____      | _____     | _____      |
| 26. Were receipt and acceptance documented to verify that the contractor has performed acceptable work or services?                                                         | _____      | _____     | _____      |
| 27. Did any dispute with the contractor which arose during performance interfere with the timely performance of the contract?                                               | _____      | _____     | _____      |
| 28. Did the contractor proceed diligently with the performance of the contract pending final decision of the dispute?                                                       | _____      | _____     | _____      |
| 29. Was the COR advised of the initiation of an appeal to the contracting officer's decision and whether any additional documentation was required?                         | _____      | _____     | _____      |
| 30. Was there a file established for each contract administered?                                                                                                            | _____      | _____     | _____      |
| 31. Were the files maintained properly?                                                                                                                                     | _____      | _____     | _____      |
| 32. Was the file sent to the contracting officer within 30 days after completion of the contract?                                                                           | _____      | _____     | _____      |
| 33. Were copies of all correspondence with the contractor sent to the contracting officer, including original correspondence in foreign language with English translation?  | _____      | _____     | _____      |

COMMENTS:

## **APPENDIX G JOB DESCRIPTION AND PERFORMANCE STANDARDS**

### **G-1. GENERAL**

a. The job description and performance standards below have been approved by the Office of the Deputy Chief of Staff, Personnel (ODCSPER), HQ USAREUR/7A, and will not be altered or supplemented without approval of the ODCSPER and the Office of the Principal Assistant Responsible for Contracting (OPARC), HQ USAREUR/7A.

b. Supervisors of U.S. or local national civilian employees will contact their servicing civilian personnel advisory center (CPAC) for assistance in amending the contracting officer's representative (COR) official position descriptions to include COR duty. CPAC personnel will provide assistance with performance appraisal procedures.

### **G-2. JOB DESCRIPTION**

As an appointed COR, the incumbent is responsible for—

- a. Furnishing technical assistance to the contracting officer.
- b. Ensuring compliance with the technical requirements of the contract.
- c. Ensuring receipt of all deliverables.

d. Inspecting and accepting services or construction work required under the contract.

e. Maintaining detailed records of contractor performance.

f. Certifying invoices and receiving reports.

g. Referring contractor disagreements or deficiencies (in writing) to the contracting officer for resolution if the disagreement or deficiency is not corrected after due notice by the COR to the contractor.

### **G-3. PERFORMANCE STANDARDS**

Inform the contracting officer regularly, not later than the scheduled date of accomplishment, on delegated aspects of contractor performance. Ensures contracting officer is informed of uncorrected deficiencies or delinquent performance within 2 workdays of COR notification to the contractor. Maintains information and records in sufficient detail and specificity to support a legal claim of deficiency or delinquency. Ensures that contract deliverables are received on schedule. Initiates appropriate corrective action in cases of delinquency or deficient performance. Certifies correct invoices and forwards them to the appropriate finance and accounting office for payment within 5 workdays of receipt. Returns incorrect invoices to the contractor for correction by close of business of the day following receipt. When disputes concerning proper payment arise after such return, the COR forwards any claim or disputed invoices to the contracting officer by close of business of the day following receipt by the COR.